Department of the Navy

Civilian Community Management

Security and Law Enforcement Community Management Core Competency Identification Process

19 March 2004

Background

- **Jan 2001 CEB: CEB meets to discuss concerns regarding how we ensure that the civilian component of the Department of the Navy team meets our evolving needs**
- **July 2001: CEB Memo establishes N1 source for Civilian Manpower and Community Management**
- **7 Aug 01 VCNO Task Force on Civilian Manpower and Personnel Management Report to the ASN(M&RA)**

Problems

- **Aging workforce/skill imbalances**
- **Insufficient knowledge to shape total workforce**
- **Personnel (HR) processes and system are not quick and agile enough**

RII Recommendations

- **Development of Civilian Community Management Structure**
- **HR Business Process Re-engineering**
- **Total Force Requirements and Integrated Outsourcing Strategy**

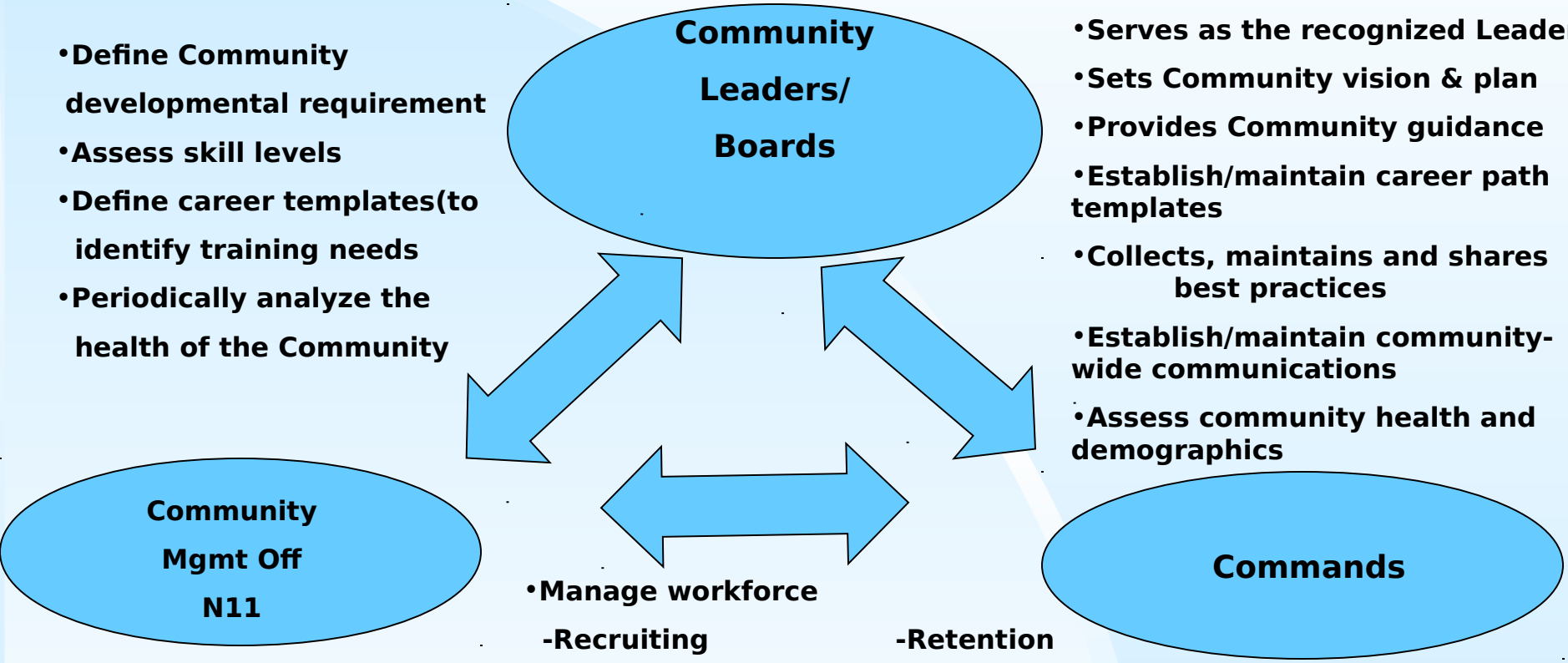
21 DON Communities

Engineering & Science	**Facilities**
IT/IM	**Environment**
Logistics	**Administration**
HR	**Medical**
Contracts	**Intelligence**
Legal	**Community Support**
Education & Training	**Analysts**
Financial	
Manufacturing/Prod.	
Acquisition Program Management	**Public Affairs**
Industrial Trades	**Safety**

Why Civilian Community Management Is Important

- **Recognize civilians as an integral part of the total force**
- **Support employee professional development**
- **Develop workforce projection/strategic planning process**
- **Use existing HR authorities: identify others for legislative relief**
- **Provide CNO/Commandant structure to address DON-wide civilian issues**
- **Develop centralized management of civilian competencies and workforce development**

Key Responsibilities



Goals

- **Develop a strong sense of community across the DON**
- **Develop career paths for all civilian employees**
- **Provide opportunities to build the skills and experiences needed for career development**

Next Steps

On-Going	Develop Civilian Community Management Process
On-Going	Identify Civilian Community Management Workforce by Position and Location
	Identify Workforce Competencies
Future	Develop Career Progression for Each Community
Future	Develop Succession Planning
Future	Partner on Recruitment Effort

Identify Workforce Competencies

SkillsNet Competency Identification

- Common Language descriptors of work
- Standardized descriptors
  - -Generalized Work Activities
  - -Basic Skills
  - -Cross-functional Skills
  - -Abilities

- Clear Articulation of:
  - -What are the job's tasks
  - -What are the task descriptors

- SkillsNet Players

-STARS – "Strategic Task Analysis Representative". STARS identify and define the tasks, tools and unique knowledges required to perform a job

-Reviewers – A second group of STARS that recommends modification and/or deletion of statements.

-SkillsNet Analyst – CCMD Community Manager. Initial input of legacy data, editing of statements, assignment of task statements to Generalized Work Activities, responds to Reviewer recommendations, links SkillObjects to Critical Work Functions.

SECURITY AND LAW ENFORCEMENT COMMUNITY EMPLOYEES/ SERIES

SERIES	# EMPLOYEES
-006: Cor Inst	-16
-072: Fingerprint	-4
-080: Sec Admin	-1163
-081: Fire	-3305
-083: Police	-2398
-085: Sec Guard	-437
-086: Sec Asst	-402
-1801:Gen Inspec	-68

SECURITY AND LAW ENFORCEMENT COMMUNITY EMPLOYEES/ SERIES (CONT)

SERIES	# EMPLOYEES
- 1802: Comp Imspc	- 131
- 1810: Gen Invest	- 50
- 1811: Criminal Inv	- 1078
- 1812: Game Law	- 1
- 1815: Air Safety	- 1
- 1890: Customs Inp	- 5
- 1897: Customs Aid	- 3

SLE COMMUNITY GROUPING:	Group Totals
• Group A – Security Admin	1565
0080 – 1163	
0086 - 402	
• Group B - SLE	
0083 – 2398	2835
0085 – 437	
• Group C – Criminal Invest.	1078
1811 – 1078	
• Group D – Fire	3305
0081 - 3305	
Total	7705

AGE
65 % over 40

LOS
42 % over 20 years

EDUCATION
70% HS/Some College

CORE COMPETENCY IDENTIFICATION PROCESS

Step 1 Gather Existing Data	Community Managers
Step 2 Work Element Generation	STARs
Step 3 Work Element Editing	Community Managers
Step 4 Work Element Review	Reviewers
Step 5 Work Element Finalization	Community Managers
Step 6 Community Surveys	Community
Step 7 SkillObject Generation	Community Managers

Examples

- **Legacy Statement - "Energizes organization to overcome barriers."**

- **STAR added statements: "Energizes organization to overcome human resources and bureaucratic barriers."**

  Reviewer recommendation: - Add political and resources as additional barriers.

- **Generalized Work Activities** – Energizes organization to overcome human resources, political, bureaucratic and resource barriers.

Requirements

- **8 STARS per Group**
  -approximately 10 workdays

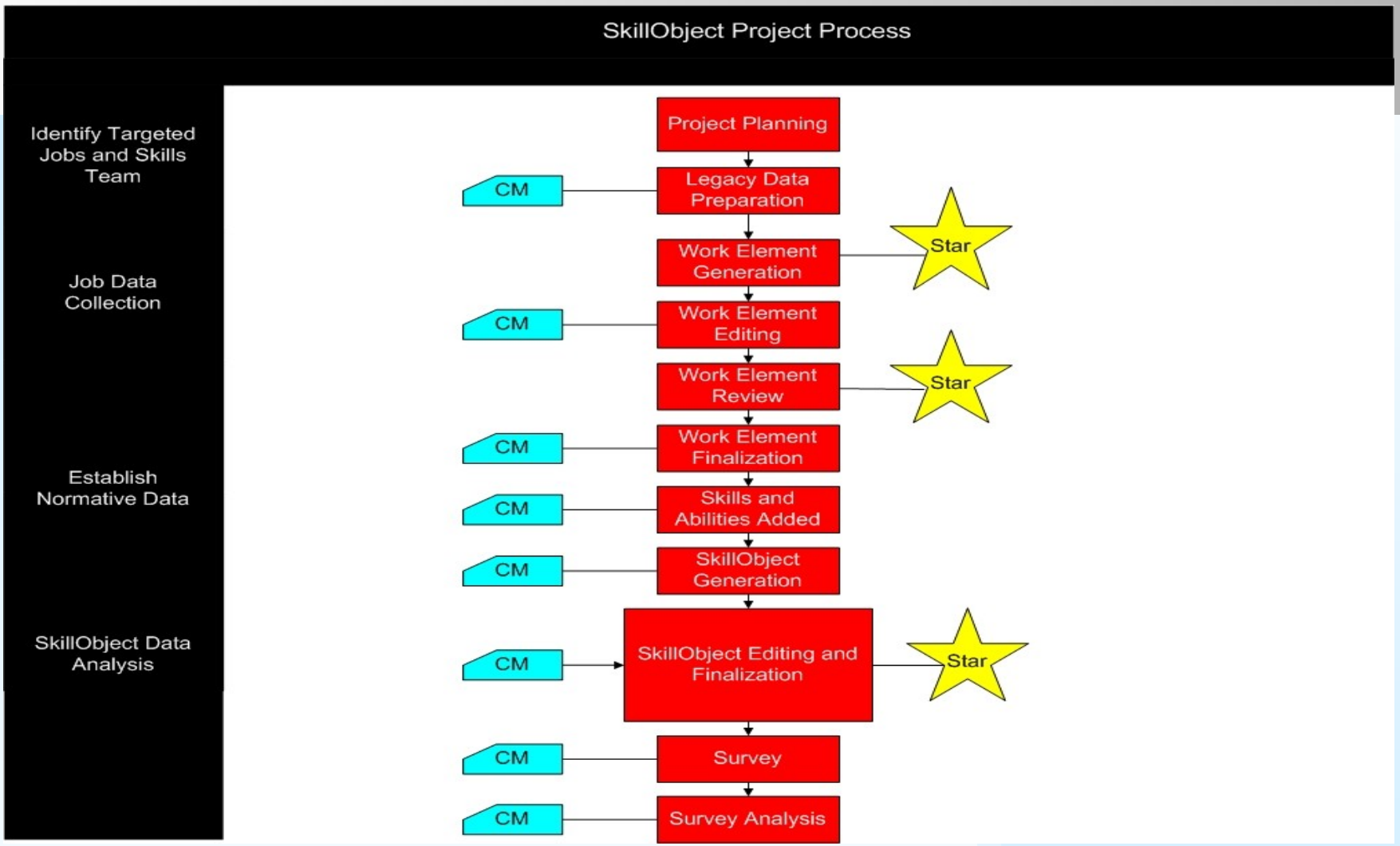
- **4 Reviewers per Group**
  -approximately 10 workdays

- **CMB Review**
  -approximately 5 workdays

***Not fulltime consecutive workdays. Actual work time depends on the individual STAR/Reviewer can do at one Sitting.**

OTHER SECURITY AND LAW ENFORCEMENT CIVILIAN COMMUNITY PRODUCTS

- Community Health
- Communication Plan
- Business Plan
- Executive Advisory Committee


SkillObject Project Process
Identify Targeted Jobs and Skills Team
Job Data Collection
Establish Normative Data
SkillObject Data Analysis
Project Planning
Legacy Data Preparation
CM
Work Element Generation
Star
Work Element Editing
CM
Work Element Review
Star
Work Element Finalization
CM
Skills and Abilities Added
CM
SkillObject Generation
CM
SkillObject Editing and Finalization
Star
Survey
CM
Survey Analysis
CM

QUESTIONS?